CPS HR CONSULTING

City of Fargo

Employee Engagement Survey Comments

Recommendations for the City

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SUBMITTED BY:
CPS HR Consulting
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What is one thing you would recommend to make the City a better place to work?

1. Having a commission that support every program within the city. Our commission members create a hostile work environment for many departments. Working hard and seeing your work get dismantled by our "leadership" is discouraging. Commissioners are allowed to destroy departments and other commissioners as if it is a free for all on social media, radio, news, and other outlets. This separates us as a city. Lets put some expectations and a code of conduct in place so that city leadership actually leads the city and its employees.
2. Pay their employees. Stop wasting money on things that the citizens neither want nor need. Listen to your constituents.
3. Free coffee
4. More flexibility in the work schedules. It would be nice not to have to worry if you want to come in early or stay late to finish projects.
5. Better communication on processes affecting everyone such as the implementation and timing of the new Finance System. It's been frustrating to wait with now word on what's happening when it directly affects my job. Where are we at? When will training be? How soon will this be implemented. Every time we even ask, NOBODY can give an answer, even the people who are supposed to know. It makes it hard to plan for training, for vacation and just hard to know what to expect. These changes will greatly effect what I do and how for my department and I have no idea on what, when or how this will happen.
6. Remove [redacted] and [redacted], who have allowed toxic department heads to operate unchecked and do as they please (especially [redacted]). Hire an administrator who can lead and have difficult conversations - that being a leader is more than just power, it's about taking care of your employees and being good stewards of what the city has entrusted to them. And make department heads and city leaders accountable for the horrible workplace culture they have encouraged and allowed to continue for far too long.
7. Have the City Administrator and Asst. Administrator actually monitor and oversee the department heads. Both individuals need to be more receptive to staff concerns and address issues in a more timely manner.
8. The City needs stronger administrative support and guidance to Department heads. I would like to see the City Commissioners provide respectful communication in meetings. In particular, to not single out an employee or department to threaten their jobs. Also, an end to using social media and memes to target departments as "a waste of taxpayer dollars". It un-does any thoughts of "Team Fargo" and affects morale.

9. Increase pay or vacation time. They reward full time employees for longevity pay but not part time employees that have been here the same length of time.
10. Additional resources so we can provide a better work/life balance to all of our team members.
11. Different Commissioners. I feel they have given the city a bad name. When I tell someone, I work for the city, it is all they bring up.
12. Metal detectors at the front entrance. Way past overdue.
13. Keep the COLA consistent year to year and get rid of the funding to the airport from the general fund.
14. Everyone needs training, advancement, inclusion. Shouldn't be age or race based. If I want to learn advanced program skills I should be allowed to, the city only benefits from this .
15. nothing at this time
16. Equal application of the policies
17. Better leadership. Better pay. Less vacillating.
18. For over 20 years the City Government has asked us to do more with less, and has neglected to give us the staffing we need. We are the best and do the most in the region, but are not paid to represent that. This is only the second time anyone has ever asked my opinion. I do NOT feel supported by the City Leadership! Put your money where your mouth is instead of providing lip service and you may fix the retention problem.
19. It seems as if salary and market studies are completed but never implemented. We need to make progress in this area.
20. Updates to technologies, web sites, payment methods, etc. More availability to equipment and supplies needed for job duties.
21. Restructure so that City Admin is not spread so thin and so that they can support better interdepartmental collaboration
22. Our department feels very separate from the city at times. And it does feel like we are often not taken seriously when we express our needs to the city. It would be nice to have the city more publicly express support for our department as well as providing more substantial updates and guidance so that we know we are part of the city's goals and future. I have also had team members feel that they cannot contact HR because they fear retaliation which they feel HR would not take seriously. It would be nice to have a stronger HR department that is motivated to support and listen to employees instead of making videos about the benefits fair and sending out newsletters full of disinformation and pseudo-scientific claims. Perhaps they need stronger legal guidance in the department to better focus their energy.
23. Transparency

24. Larger City Commission with a team mentality instead of chasing media headlines.
25. I think that the City is a great place to work and i have no recommendations.
26. Better financial planning at the city level to allocate needed resources.
27. cross departmental respect
28. Every time budget comes around, it feels like nobody is safe. That is just not something you want to put on your employees.
29. Clearer job descriptions. Pay based on what work you do, how well you do your job and you education/experience.
30. I feel two members of the City Commission are directly contributing to a toxic workplace environment. This includes Commissioner [redacted] and [redacted], who explicitly called into question the CommsGA team or the investigative report as a whole. Criticism is encouraged and welcome. However, the outright dismissal of concerns from impacted employees, cherry-picking a single quote from the investigation in an attempt to nullify the remainder of its contents, and the vocal promises to dismantle the department not only damages the morale of the team, but also makes good employees consider seeking employment in other settings. These actions are more akin to elementary school cry-bullying rather than meaningfully attempting to better The City of Fargo.
31. Accountability for the managers in our office. Someone needs to check in on them, make sure they are performing as they should be. Also, we get forgotten as a department. I have never meet or been introduced to any of the city administration or HR people. They wouldn't even know who I am, and I have worked here for 20 or more years. It is unfortunate that they don't care enough to stop by our department.
32. Stop hiring supervisors and directors from within. the bad culture continues with them. hire a different HR director. every building seems to have a different policy than the city as a whole. not uniform
33. More transparency with City Leaders. They seem to deviate from city policy on certain issues.
34. Manage a budget! Every year we have to have a "salary study" or some other study to tell us what we already know, we are underpaid. Then we are compared to other supposed like sized agencies, and that gets HR off the hook. All of us are forced to live within our means, why isn't the city? We can give away Narcan and have a needle exchange and fund homelessness but cannot reward the people that have worked here for years.
35. Better leadership at mayor and commissioner level.
36. ALL City Commissioners should support and appreciate the work the city employees do and not belittle or berate the employees. The City needs to do a better job planning for the future.
37. More pay, money always motivates people. The city backing the Police Department and not listening to individuals making noise who have no idea what it is to be in law enforcement.

38. With pension no longer being offered to new employees, it will be very important that other benefits, like health insurance, be very good - good coverage and costs be kept down to retain employees.
39. i dont know
40. More unity/cooperation between departments. Work together and use resources collaboratively (Employee Health should be used citywide).
41. Stop catering to the homeless and those who suffer from addiction. Separate government programs that enable this behavior. Send those programs to privately run entities. The city should not waste time and resources on drug addiction, alcoholism or homelessness. Use those funds to invest in employees and public safety. Put that as a priority to every yearly budget.
42. I would recommend that administration, City Commissioners, directors, assistant directors, etc. find ways to bring cohesiveness to the City of Fargo as an organization. Departments operate as silos; there isn't a team approach. There doesn't seem to be a direction or focus or mission to the collective work being done.
43. I would love to see more full-time positions or better benefits for part-time folks.
44. Merit/Performance based raises. No caps on steps - when we have caps after year 11, the COLA only covers our increase in costs for benefits (and sometimes doesn't cover the entire increase). The Commissioners who don't think we deserve raises, should consider doing our jobs. Good employees are often overworked without compensation.
45. If we are taking away the appeal of a pension, then the pay has to be competitive. More flexibility in work. Possible change to PTO instead of Annual leave and sick leave.
46. Offer solutions for negative impacts on the city rather than blaming a person (s) or department for the issues that occur within the city
47. For HR and Finance to quit having so much control over the operational needs of departments. We have agency heads that have been hired to do a job so let them!
48. less contention between departments. Many work well together at the bottom end but management and commission relations can use work.
49. Stop threatening the job security of Team Fargo for political and news stunts.
50. Many decisions are made from "higher ups" outside of our direct department that do not have the experience or knowledge necessary to make these decisions for our department. This results in us being inadequately staffed, performing tasks that are not applicable to the job we were hired for, being unfairly paid because we are performing multiple job roles, etc.
51. The city as a whole is pretty good to work for. I do feel a lot of the city leaders are unapproachable to anyone who isn't on their level

52. Invest in your employees. Employees FIRST!! COLA's should reflect increasing costs outside of workplace. Things are expensive. Follow the trends with goods and services increasing.
53. Commissioners who share a common strategic direction and allow City leadership to lead its staff in moving in that strategic direction. Less involvement in operations by Commissioners - trust staff to do the great work they do.
54. Require City Commissioners to voice their grievances with department heads in private. Berating any City employee in a public forum is shameful, embarrassing, and hurtful to all who work here. Portfolio holders should be required to visit their respective departments on a regular basis.
55. Offering the ability to work from home for positions that are eligible. The younger generation has more individuals who are perfectly capable of working remotely and completing assigned tasks within deadlines. This offers many benefits, as well as costs relatively little to the City itself. It is almost an expected benefit in 2025 by the new workforce. Management styles have to shift, but the City likely is and will continue to lose talented staff to other agencies/companies who allow employees to work from home or offer a hybrid schedule.
56. Offer better benefit plans at a lower cost. Don't just conduct wage surveys and do nothing with the results - adjust wages based on results. Along with wage adjustments, annual COLA's should continue. They are separate, and one doesn't make up for the other.
57. Get your finances in order.
58. I think the City should continue trying to implement the changes from the pay structure overhaul that were suggested back in 2024. I think this would help with retention knowing that there is still room to grow.
59. Competitive salaries and retirement packages.
60. Career advancement opportunities & continued education. If this exists in the current HR programs, previous Comms leadership did not make this available to me.
61. New leadership at the city level that actually pays employees well and backs the departments instead of pointing fingers and blaming.
62. To have the city support the higher deductible health insurance plan at the same dollar amount as opposed to the same percentage of the regular health insurance plan. It seems counterintuitive to pay a higher deductible while saving the city money on their portion of the premium
63. Put all check ins on the computer. You haven't started your job until you are at your desk.
64. Our entire HR department should be gotten rid of or retrained. They don't understand their job, they don't follow basic HR rules. They are here to protect the City and cover managers behavior up. Not here for employees at all. Most people have said they aren't going to do the survey, because what is the point, nothing changes here-HR not here for us. HR just reports to the

managers and works to squash the employee. Why has there been no communication regarding 4 employees quitting.

65. I would encourage city leaders to present support and cohesiveness with one another (i.e. the mayor NOT throwing the Police Chief under the bus in a public forum but instead having a private discussion with him) rather than being visibly divided as this results in employees who feel unsettled and unsupported.

66. Flexibility! The City needs to make some changes in order to attract and retain employees, especially those from the younger generation. The younger generations do not stay in jobs long-term as older generations have. A focus group or round table discussion could be valuable to learn more about what employees (or potential employees) are seeking in jobs. For me, I would love flexibility including the option to flex hours or my schedule throughout the week. An opportunity to work from home once a week or even 1-2 times per month. Perhaps a full-time position could be classified as less than 40 hours. That way, if someone wants to work 36 hours because of a lighter workload one week, but 40 hours the next, they wouldn't need to take vacation leave for working less hours. We need equivalent pay to other comparable city departments in the area. Benefits for part-time employees are also very expensive.

67. City Leaders and Commissioners act professionally and not attack each other and agency heads in the public forum by going on radio shows and spreading information that is not true or confirmed.

68. Some stronger and more stable support from city leadership. I have been disappointed time and time again by the weak character presented by certain city officials and would like to see more support for the employees that make Fargo function on a daily basis. The fact that they immediately point fingers at their employees when it better serves their agenda is disheartening.

69. City Administration needs to stop talking out of both sides of their mouths. Publicly they state that they care about employees, but historically have treated items like pay and benefits as the first things to be cut from a budget. I have always been satisfied with how much I am paid for my job, but having an administration tell you that they have no issue with you being paid less than comparable positions is disheartening. Our department did just get a very generous pay increase, but it seemed that Administration, Finance and Human Resources were upset and frustrated with our department throughout the entire Public Safety Sales Tax process. In addition to pay, it seems that I am left wondering during every news conference or public event if our Administration is being genuine about what they are saying or is they have some other political motive. None of our Administration comes across as trustworthy to me. Some of our City Commissioners seem to be in their position for their personal benefit and don't care about the City or its employees.

70. Performance increase based on evaluations instead of pay scale increase based on years of service. I strongly believe that to secure and maintain high-quality employees that a performance increase is better than everyone receiving the same increase (based on pay grades). Specifically, an employee who does below standard performance receiving the same increase as someone

who goes above and beyond. This system does not commend those who do better work and/or give the employee incentives to do better work.

71. To actually make the employee feel like they are the best in the business as is stated year after year. We are the region's largest city, and the pay and benefits are continually at average or just below average. Not sure, but that does not compute well when hiring the best and brightest and then retaining them for the long haul. Fargo needs to quit being a training ground for other places, either public or private.
72. Student loan repayment assistance. Most larger state agencies and other larger cities offer this benefit to their employees to continue to recruit and retain top talent, especially when a higher degree is preferred/required.
73. Elected officials need to establish policy and not inject into daily operations.
74. Expanding training and career development opportunities City-wide would make it a better place to work.
75. Greater security in public buildings.
76. Upgrade the lab system to moderate complex Add more tests, including TB tests Expand on testing capabilities Provide more education opportunities Seek employee engagement Organize conferences, tours and fun activities Digitalize the lab system- more auto
77. Stop with all the Social Justice knee jerk reactions that have created more division amogst us. The Commission also needs to learn their role as policy makers and stay out of day to day operations. Their poor judgement and leadership over the last 5yrs has created this mess and us employees are left to suffer from their lack of competent decision making.
78. Bring back the Pension
79. Better pay and less politics in the workforce.
80. Better pay
81. Paid Maternity Leave. It is very difficult and stressful to go unpaid and then when you come back to work, your kid is sick quite a bit from childcare and you use up all the little PTO you start to accumulate very quickly. You can't take an actual vacation or sick day for yourself for quite awhile.
82. Transparency.
83. Not everyone in a department has to work same work schedule. Say you are apart of a smaller group within a department that has different responsibilities than the rest of the department. The smaller group can make a group decision to work a different schedule. Not 5-8hr work weeks, 4-10hr work weeks, etc.
84. Nothing I like the way things are run.

85. I hate to keep bringing up pay but we are falling behind the smaller Cities around us and we have already started to lose staff to them. I believe that will continue.
86. The political vitriol from a couple of city commissioners directed at police department leadership is exhausting and upsetting to many officers inside the department. These commissioners claim to support law enforcement but, in fact, their words and actions have been more harmful than anything. Disagreement and constructive criticism is one thing but lately it's felt like our commission is more interested in governing via radio show than anything else. These same commissioners have recently voted against sensible things that benefit the line level officer a great deal (ex. Substation at Scheels), simply to stick it to Chief [redacted] whom they clearly don't like. That's wrong. The short answer to this question is: better decorum from our city commission can make our organization a better place to work.
87. City administration can't manage money therefore, city departments have to cut and essentially figure the budget out for them. Increase pay, incentivize who you already have and figure the miniscule things out.
88. Nothing. I like working here.
89. A city-wide push/training to encourage people to treat each other better. Calling out co-workers publicly, poor planning that requires others to step in last minute to help, snarky replies...are all things we see in society now, we should be able to rise above that.
90. City leaders that actually had an understanding of the job tasks/risks associated with the position for which we are undercompensated for
91. [redacted] needs to go, hes an embarrassment to COF employees, and will only further alienate if [redacted] becomes mayor.
92. More pay, lower premiums. It is already a great place to work. A place you can be proud of.
93. Invest more in your employees, give them a reason to be proud that they work for the City of Fargo.
94. bump up the pay, for people that have the experience.
95. Top city leaders need to do better. Clearly there is a lot going on politically, through the media and internally over at City Hall that is projecting negatively on the City of Fargo as a whole. Be kind. Have productive conversations. Make city employees feel like you truly care about us, not just say it in front of commission meetings. The City of Fargo currently looks like a dumpster fire to the community we serve.
96. Departments mostly each do their own thing instead of saving time and money to share ideas or even use the same vendors/programs/systems.
97. Being more on the side of the people that actually make this city run day to day

98. Different Commissioners Different City admin and Asst City admin A new Mayor We need LEADERSHIP now before it is too late.

99. Drop the NEOGOV job performance. It just cause problems among employees. I would prefer an OPEN DOOR policy with Dept. Heads & Employee.

100. In word and deeds, act as if the work of the library and the very lives of the library staff actually matter to City Administration and other city departments. What this could look like might be: 1. In storm situations, have the Street department actually make branch library locations safely accessible to staff and public when mandated to be open (rather than letting staff try to dig out vehicles in the piles in the driveway while halfway stuck into 32nd Ave S); 2) After a shooting when the branch library building had bricks splintered by bullets, have Commissioners actually reach out to library staff who were stuck inside, but without a full physical lockdown option to see how they are doing afterward, rather than ignoring the whole risk to library staff and customers; 3) Have HR write policies that think to include irregularly scheduled part-time staff (needed to cover 55 hrs of operation per location, including evenings and weekends) and not just assume everyone works M-F, 7:45-4:30; 4) Have Fire Department leadership not disparage the work of library staff and city residents who use libraries in order to advance their own campaigns but recognize library staff as adding to our community; 5) Ensure that police department have a basic awareness of the Century Code regarding libraries and that ban orders from libraries are legal in ND instead of refusing to enforce trespass orders; 6) Have Communications department publish library event marketing in a timely fashion so that residents can actually know what is going on at the library and sign up if registration is needed; 7) be adequately funded so that our staffing ratio -- FTE per 10,000 residents-- does not fall below the 25th percentile for libraries in the midwest region.

101. Listen to what employees have to say. Only management is heard or has a voice

102. Increased financial compensation and new leadership.

103. Have some personal responsibility for anything. It is always someone else's fault, never management. Treat employees with respect and make them feel appreciated and valued.

104. More commission/dept leadership support of the staff. Less aggression from the public and media.

105. Better employee recognition

106. Some elected officials seem to value sound bites and inciting anger in their constituency more than engaging in meaningful conversation with employees. Inciteful comments like calling for the dismissal of the police chief following a single delayed press conference or referring to firefighters as "selfish" when requesting to develop alternative revenue sources are not a sign of competent leadership and only sew distrust. Additionally, a city administration that is not willing to push back on those assertions is having the same effect.

107. Listen to your employees!

108. Make the city the place everyone wants to work at again. The city has gone away from being a family friendly environment. I believe this would be due to an aging workforce in different departments. They don't remember what it is like to raise a family and work. There is zero flexibility in your schedule depending on your supervisor.

109. Make it easier to terminate an under-performing employee. Why is COF so scared to terminate an employee? It should not take 5 improvement plans accompanied by countless hours of documentation over the course of 2 years to terminate an employee. What you may not realize is that over the course of those two years, someone has to do the work the under-performing employee is not doing. This leads to over-working some employees while others coast, get a step raise, while not doing their work.

110. Better communication between the departments.

111. Working for the City is good. I believe I am making a difference.

112. Gym access or a safe, temperature regulated, place to walk during breaks that is not outside of the building as it is not a safe place to walk alone.

113. Human resources fighting for their employees

114. I would recommend that City Administration take more time to talk directly with staff about their Department heads.

115. Elected City Commissioners should support all departments and not speak negatively about them on local radio/tv stations on a daily/weekly basis. They have created a terrible reputation for the City of Fargo and themselves.

116. Again, reasonable pay and benefits.

117. I haven't been here long enough to know. I'm still learning how everything works.

118. Stronger leadership that supports its employees and doesn't talk negatively about them, but helps come up with solutions and supports them if they come up with their own solutions.

119. The City would be a better place to work if the City provided Child care for employees.

120. Be considerate of all staff equally with regard to wage increases and professional growth. There appears to be no ceiling for high-level staff, along with a strong focus on promoting and retaining newer, younger employees. In contrast, experienced staff are treated as terminal employees, which in turn breeds a stereotypical government employee.

121. Building more housing for publics, city is getting more people from other parts of the country where job opportunity is scare

122. I would like to hear about policy debates and issues that have city impact before they are shared on the local news.

123. The city leaders (Mayor and Commissioners) should not be making off handed comments about issues to the media at the expense of the department.

124. Finally thank the police department for the heroic work that was done to keep the city from burning in 2020 instead of pandering to the riot organizers and sponsoring their charities. It shouldn't take [redacted] being charged with fraud to stop kissing [redacted].

125. See less unprofessional conversations from the commission

126. Better HR check in with organizations and leadership courses

127. Nothing this is a great place to work

128. Stand up to Contractors

129. It is difficult listening or hearing about a couple City Commissioners that don't support our Department. Our Department is a team and we work well together and appreciate our leader.

130. More safeguards to get into courthouse. The judge and clerk and prosecutors are sitting ducks in the courtroom. Bailiff does not attend all hearings.

131. better leadership

132. better health insurance.

133. I think [redacted] was entirely right in [redacted] letter of resignation when it comes to HR being more involved in the departments. Most people think they are nice staff members, but they really don't do anything helpful. We have to coordinate all of the job listings, onboarding, explanations of City policies, etc. I feel like that department will be a better resource for the City if they are much more involved and SEEN within the departments. Nobody knows them, so of course nobody is going to want to reach out to them when [redacted] situations arise. Also, I think we need the departments to be more cohesive. Seriously, what is the reason that each individual department is run like its own business. It leaves the citizens of Fargo feeling like we have a disjointed government. There should be City-wide expectations of employee conduct. Policies should be shared across the entire City. Here is a small thing that woudl make a huge customer impact: Why don't we require that we all have the same style email signatures? Right now, everyone has different email signatures and it looks so disconnected when we have to talk with customers. How are they supposed to know what is real and what is a scam? It is little things like that, but the private sector has perfected it. Why can't we?

134. Better Pay, Benefits, Retirement. Firefighter pay scale is below average and spread out over almost a decade to reach top pay. This pushes firefighters towards looking at other fire departments. Then every restructure of the pay scale bumps firefighters down steps that they need to then repeat. Effectively saving the city money but paying firefighters less over multiple years. Many other departments have less than 4 steps to reach top pay. The work/training required of us is not recognized. There are multiple certifications that are expected of us and no added pay per certification. This is a common incentive at other fire departments. Our benefits

are more expensive than other fire departments and cover less effectively eating into our BASE PAY. Our retirement has NO cost-of-living adjustment once retired. There is no matching contribution on a 401k or 857 from the city. These are common benefits at other fire departments that keep pulling our employees over as lateral transfers. These are some of the reasons that FFD has never had a lateral firefighter transfer in and stay. Without fixing these basic issues our quality in new hires will continue to decline. In addition to the standard of service provided to the public.

135. Top-down leadership. I have worked at the City for 4 years and have never heard from/met our administration team. I would love to see them "in the trenches" from time to time just for them to not only get better ideas of what a department might do day-to-day but also to help establish relationships with Staff in the City.

136. Everyone having a clear direction and rules to follow when doing their job. Supervisors that hold employees accountable when they haven't followed direction or rules.

137. Less drama between commissioners and department heads. Watching it play out in the news is disheartening and makes line level employees feel the city doesn't value us or our work. Divisiveness affects the line level people when commissioners are mad at or dislike department head and won't approve or want to argue about changes that benefit us as a whole.

138. More advancement opportunities

139. Stop wasting money on frivolous things and Concentrate on the basics that make a city work. Equipment, Pay & Benefits.

140. Equitable Wages. An HR department that follows through on concerns of the employees.

141. remove the downtown dec center and homeless.

142. City Commissioners that conduct themselves professionally and don't attack City employees and programming.

143. The city only cares about downtown and it's been like that for years, but nothing changes. How about care for the rest of the city.

144. :)

145. Consistency is key to fairness and trust. To make the City a better place to work, I recommend standardizing policies and best practices across all departments. It's incredibly frustrating when the same policy is enforced differently depending on where you work. This inconsistency creates confusion, undermines morale, and can lead to feelings of unfairness. A unified approach would promote transparency, equity, and a stronger sense of teamwork citywide.

146. Rebuild the HR department

147. Take more input from department heads when deciding on the budget.

148. Better commissioners/mayor. An HR and Finance Dept. that support the city operations instead of run it behind the scenes.

149. Nothing comes to mind at this point in time.

150. Competitive pay.

151. Take a good, honest look at yourselves and ask "am I putting this onto the crews because it will TRULY make a difference in safety or prevention"?

152. Fair pay compensation.

153. Having City Administration and Commissioners who stand behind their employees, and that try to understand how each department works. I believe 1 commissioner has been in our building in the last 2 years, and it wasn't even our liaison. Most of the commissioners do not care about city staff, do nothing to try to get to know any of us or to understand what we do. How do they expect to make any changes to the way the City "works" if they do not understand how it currently works!

154. Higher wages and added benefits.

155. If City Administration would actually take action instead of being afraid to deal with issues.

156. Increased/full health insurance coverage. Regional average is that the employer pays 92%, according to the MRA Compensation & Benefits Survey conducted spring 2025 by the COF. Currently COF health insurance coverage is that employer pays 80%. Regional low is that employer pays only 75%. We are below average, almost at the regional low, in health insurance premium coverage for our employees and their families. For being a "regional leader", the city doesn't back that term up with the benefits (and pay for that record) offered to their employees. The city should focus even heavier on taking care of its employees and their families - the productivity will follow if employees feel valued with more than just intangible benefits. Not to mention, it would help attract a larger pool of and higher quality candidates once they'd hear about how great benefits are with the COF. City leadership, please address this.

157. There should be more steps in the pay range. Once you are topped out, there are no more raises. You only maybe get a COLA which is usually lower than the cost of living. Maybe COLA should be a set at a flat dollar rate for all employees? So, the person making grade 5 (ex. 5%, $2,298) gets the same as a person at grade 27 (ex. 5%, $11,386) over $9,000 difference. Example: Take 5% of all employee wages and divide by number of employees for set dollar COLA. Because a gallon of gas and a loaf of bread cost the same for everyone. It could cost the City the same amount of money and make many more lower pay scale people happier.

158. The City Commission is in complete chaos and lack of direction. This impacts all employee work groups and departments when they see City Leaders attacking Department Heads instead of working collaboratively to achieve City goals.

159. Many departments are tasked with managing a wide variety of needs and duties with limited resources, which results in sense of actionable tasks/decisions being bogged down. While I like to think all departments and employees are working their very best, it does make you wonder if we all have the same expectations, resources, motivations, and goals in regards to performance, work life balance, and success.

160. get better upper management

161. Better communication between all individuals. By having communication there is room for growth and improvement within my position and within the organization as a whole.

162. Acknowledge and accept that some of our positions require differing levels of support and operations. For example, establishing incentive pay to ensure adequate staffing for short-term operations should not be prevented due to the inability of dissimilar positions to also implement incentive pay for lesser reasons. Additionally, some positions could benefit from a city-wide flexible work environment policy that applies to all, but is implemented per department leadership as they see fit for their operation.

163. I feel 5 city commissioners does not adequately represent a city the size of Fargo. I believe we should look to have 7 commissioners or change to a commissioner per ward/district model.

164. Ability for all employees to access more counseling/therapy. As a part-timer I do not have adequate access to the continual therapy I need.

165. Keep salaries on pace with inflation.

166. The departments are incredibly siloed. I've been very effective working with the few departments that are open to it, but many are more concerned with consolidating power or dodging culpability than with actually achieving anything. I've worked for a company that was nearly as siloed, but they ultimately went out of business because they were so ineffective. Governments can't go out of business though, so I don't know what happens then.

167. Audit HR Processes, personnel, and authority

168. I think having cheaper health insurance options would be beneficial.

169. Fargo leaders need to accept that we're not the little big town we were thirty years ago. The metro area - because let's be real, CoF staff serve more than just Fargo residents - is over a quarter million. We are a CITY. They need to figure out how to support a staff and population the way other cities do, not some small town. That might include bringing back mils and other things. It should definitely include not giving ridiculous tax breaks to multi-million and -billion dollar companies which end up on the backs of regular citizens. So be it. We are all underpaid and stretched so, so thin. Other cities make it work; we can too.

170. Listen to this survey and don't dismiss feelings.

171. Free health insurance.

172. Stronger leadership from the top down. I don't feel like our department feels accepted as a City entity. BETTER PAY!!! More equal pay from similar roles in each department.

173. Pay... It's really that simple, I should consider moving my family just to survive

174. Have the Mayor and Commission make decisions instead of paying someone else to figure it out.

175. The politics is getting to be to much here. The city of Fargo commission is making stuff between leadership at the pd and the commission dangerous for us to do our job. We get denied training, equiptment, and better pay (for what other officers get paid in the area at a smaller dpt) because the city claims they don't have money. I am upset that our saftey, like not getting back armour plates is prioritized over money. The commission is also bringing in the political battle they are having with our chief into our work on ths streets. Citizens are losing trust in us because of it.

176. doing more one on one's with the employees so they know what they are doing well and what they could improve on

177. Employee Newsletter Additional vacation after 10 Years or 12 Years Longevity pay increases-long term retention benefits City Administration/City Employees Association Collaborative Events

178. For the city to give us pay and benefits that actually reflect the performance of the department. We are a top fire department in the country and are treated as one of the worst and least effective constantly.

179. Not to have such a big gap from directors to supervisors to employees in pay.

180. I would like to start by saying that Fargo is a great city to living in and the I believe that all our city leader are doing what they think is best for the city and its employees. I know it a tuff job. When your decision effect 130K people there is always going to be a group that disagrees and feels as if they are getting the short end of the stick. Sometimes there feeling is accurate, but the decision is necessary. That being said, I feel that some of our city leaders are out of touch with the people. I feel that their priorities are misguided and do not reflect the priorities of the people. It seems like they have their own personal agendas that they want to push that when the public gets wind of it there is push back. I would recommend that those city leaders get out among the people and, not just among the affluent individuals of our city, to understand what the taxpayer's experience is here in this town.

181. New leadership in certain departments.

182. increase pay and leave

183. I would at least keep the pay equal to the pay at Moorhead PD. That department is less than half the size of Fargo and they do about 1/4 of the work, yet their positions will pay an average of $20,000 a year more at every level in the next year or two. It doesn't make sense.

184. Less deconstructive criticism, and more collaboration on resolving known issues

185. The politics need to stop. I feel like I work for a city where the officials hate the police and are constantly putting us down, embarrassing us, coming after our leaders, and not giving us what we deserve, aka enough pay and enough staffing to accommodate military, fmla, and injury leave. If we were to be fully staffed that would be cool, but that's not the way to world works and people are always gone from work and it is near impossible to get any vacation days without having to switch shifts with other coworkers. The amount of days that we work with 10 street officers or less in ridiculous. The people want officers to do more, but there are too many calls for service to accomplish the level of care the community wants. On the average day everyone on my shift takes over 12 calls for service. thats more than 1 per hour.

186. I find it surprising that after over 20 years of working for the city with minimal sick leave taken, I would lose all accumulated leave if I were to retire tomorrow. It seems to me that the current system does not adequately reward dedicated employees who have consistently contributed to the organization.

187. Salary Increase

188. better leadership within the public works.

189. Salaried personnel made to clock in and out on a timekeeping system as most of them do not put in close to 40 hrs a week. This is a major fat that needs to be cut from the city.

190. Replace HR leadership, replace the mayor, and members of city upper management. City officials and management should actually listen to the will of the people.

191. For HR to host department staff meetings annually to give employees a neutral sounding board and hear out problems and concerns and the good things happening in their department.

192. Do better. Our commissioners are a joke. Their politics during meetings and public comments they make show everyone that they are a joke. The mayor isn't even understandable when he speaks and contradicts himself at one press conference but then says another thing at the next. Support from City leadership would be nice. Our HR works AGAINST US and not FOR US.

193. better pay scale, especially when you get to the last step and max out. No way to ask for raises without a reclass, which isn't an option at this time, so one only get COLA. One shouldn't have to reclassify to get more money.

194. See above

195. Better benefit and retirement packages.

196. Remote options, training options, more pay scale steps, better partnership with Fargo Parks.

197. Better communication with each department and make each deparment feel like a part of the City. There seems to be a us vs. them mentality within certain departments.

198. Stop favoritism and go back to seniority for improved career path

199. Higher Pay In lieu of higher pay, the city could consider to start participating in the employees contribution to their NDPERS. Example, if the city were to contribute 3% of the 7% employees portion. More net pay would would remain with the employee and the retirement benefit would remain. In my mind this would be better than a cola.

200. Keep up the necessary training to upgrade the skills of the employees

201. I've worked for the City of Fargo for 15 years. I live in the City of Fargo, and I vote in their elections every single time. I am absolutely furious with how the City Commission has been handling issues lately. It seems the only way things can be discussed is in the media. Certain commissioners need to run to talk radio or news organizations the minute they hear anything potentially negative about the police department or the police chief. But then they throw in the line "I fully support the cops." I'm sick of it. You don't think it causes "the cops" stress to hear every issue litigated in the media? You aren't doing "the cops" any favors with how you're conducting everything so confrontationally in the media, calling for people to be fired, etc. Its absolutely embarrassing to read article after article and hear interview after interview about the chief needing to be fired, and then no motion is made. Then there's radio interviews about all this stuff a commissioner is hearing about the PD from employees or retirees or whoever. If you have constructive feedback or questions for the police chief, set a meeting. Don't call [redacted]. Don't run to facebook and argue with people in the comments of news stories or your commissioner page. The men and women of the Fargo Police Department, Chief [redacted] included, care a great deal about making this city better. But lately all anyone is interested in talking about is the negative. Our elected officials are absolutely an embarrassment to the City of Fargo and should be ashamed of how they have conducted themselves. Bring your questions or feedback forward in a constructive manner.

202. By hiring more knowledgeable people

203. The banter from the City Commissioners about the leadership in the department is ill-advised and does nothing to increase support for them from rank and file employees. We have for years asked for resources and the commission and administration/mayor does nothing to support us.

204. Doesn't really matter what I say in this box because nothing will change.

205. I've been here working for almost 8 years and I don't know any city's leaders...just on TV. They never take the time come and introduce themselves to us.

206. A more even pay scale for supervisors. Some supervisors are on the 13 pay scale where another is on the 14 pay scale. If someone one supervisor gets moved up the pay scale, all supervisors should get moved up. It shouldn't be discovered later by another supervisor and then have to go through the process of requesting to be on the same level as other supervisors.

207. Too much radio/tv/media is given to the negativity of the city commission and mayor.

208. Accountability Change of the policy to require annual leave or extra hours later in the week to make up for going home early after early call-ins (ex: being called in at 0400 and working until 1200, which requires both OT and a vacation slip). It currently seems to be a punishment for coming in to work when you're needed, as you either need to take from your leave or be left exhausted at the end of the day. 2. City politics casts such a negative light on our city. Who would want to live in a city with Commissioners and leaders bickering over nonsense?

209. Better leadership that holds themselves to higher standards than the employees they supervise. Willing to listen to employee ideas and work to implement those ideas to make work easier and more efficient.

210. Commissioners that come up with ideas to solve problems, instead of only pointing out problems.

211. I believe the city does have the workers in their best interest; however, I do think the city should listen to the union with more weight on topics needed. The union is only voicing things that are relevant and needed and thus should be taken more seriously.

212. Potholes: potholes at 17th ave and 32nd st south fargo may need attention. Buses get stuck there every winter.

213. We cannot be expected to do more and perform better than surrounding agencies while being paid less. Our pay should match or exceed that of comparable departments. (Police/Fire department)

214. overtime

215. Elected officials to act professionally and courteously to elected colleagues and City employees.

216. better working remote policies for all.

217. I am unaware of the "City" outside my department. Change that? Leave it alone? I don't care.

218. The city needs to identify it's budgetary priorities. If the city wants to brag about the quality of our department, and how it's one of the best in the country, then they should pay like we're the best. The city needs a pay philosophy, and it should apply across the board. If the city wants to pay in the 60th percentile, or 75th percentile of the region, then so be it, but that decision should be made and stuck to, and followed for all departments unless there's special circumstances (like high turnover in a department that requires higher pay to remedy).

219. Stop prioritizing spending on useless items and start prioritizing recruiting and retaining your good employees. The city is bleeding good talent and replacing it with anyone with a pulse. I've never seen such mismanagement. It's probably time to take a look at the city administration and make necessary changes. Stop letting HR and Finance dictate how a department is run.

220. put money into city core values, like public safety etc.

221. Collective Bargaining (and figure out why HR and Finance department heads have so much power over every department)

222. Open communication and receiving information internally before hearing about it on the news.

223. Pension plan and benefits that are on par with other competitive departments. Fargo is not a great place to live compared to other areas, you are going to need to pay better or have better benefits to attract good people.

224. City leadership and elected officials need to be held accountable for bullying and harassment tactics utilized

225. Having leadership that can make decisions and follow through.

226. Better fiscal responsibility. Spend money on actual, tangible city services instead of wasting taxpayer money things such as a multi-million dollar conference room or communications department. Make financial decisions and budgets open record.

227. I enjoy working for the city and I love my job. I think that some people have forgotten that working for the city is about a stable, consistent work environment with a decent wage and benefits. I won't get rich working for the city, but I know that my job will be here tomorrow. I won't have issues like tax season for an accountant, but my a mostly consistent work environment.

228. Leadership that isn't toxic, rude, and demeaning like public works has.

229. Consider benefits other than pay. Work from home, paid volunteer time, group volunteer events.

230. Be better at making space for gender and sexuality minorities. Including updating all forms and procedures with inclusive language regarding gender and pronoun options, and updating any references to husband/wife to use the word spouse instead.

231. The City Commission has politicized the work that employees do and their actions and behavior have made me become less proud of working for the city of Fargo.

232. True competitive wage comparisons and continual monitoring of compensation packages would probably prevent the majority of employee frustrations. When you give 1% COLAS you will fall way behind. Then it takes years to get caught up. In the meantime, the employees feel undervalued.

233. I would recommend a complete overhaul of city administration, HR, city finance, and the function of commissioners. These departments have proven incompetent leadership and lack of interest in the true needs of the cities employees. Their need for hunger and power appears to outweigh their desire to truly make city employees appreciated and valued in order to keep employees and the citizens of our city safe and properly attended to. Instead, they continue to make excuses and compare the largest city in this region to other small cities and what they're

doing while wasting excessive amounts of money on doing studies that seem to directly support their thoughts and opinions on the matter. Furthermore, they have withheld publicly requested information regarding some of these studies of which should have been released a long time ago which is not lawful. City administration has created a very unpleasant work environment for all city departments as they continually mismanage money, and make excuses and act as if they don't know where all the money has gone and why the city is suddenly in a very bad financial state. They hang their hat on a very low cost of living increase every year as the Band-Aid for employee wages and retirement. Additionally, everything has to be run through them for their approval rather than allowing the departments to make decisions with their own budgets that they have been provided. This is completely backwards and makes no sense. They do not understand any of the departments and the specific needs. This complicates things when they decide that they're going to make the decisions for that department with no competent knowledge of what the department truly needs. That's why departments have department heads; to determine those problems and needs and address them with what they have been given by the city or ask for more, not check back with the city for approval or their input. An example of this is the public safety tax fund. City finance and HR has no business weighing in on a publicly voted tax fund that should be determined specifically by the heads of the departments affected by it. Now because they have weighed in, the belt got tighter in terms of what these departments provably could have done. It is also unacceptable for commissioners to go after department heads in the media with information that has no factual basis and without doing their homework first. Two of these commissioners have gone out of their way to personally attack a department head and continue to cause rift and employees to question what they're true value is and whether or not they can actually trust them when they continue to lie in and out of the media. These are just some of the examples of the mistrust, poor leadership, and no clear direction for the city which should be defined by the city administration. I would suggest that our city go to a Ward system in order to properly balance, the power and authority and leadership within our city in order to ensure that we have everyone's best interest in mind. We are the only city of our size to still not have a ward system in place. I am hopeful we can use this survey as well as all other employees surveys to come up with a better solution to solve the issues at hand. I certainly don't want this to be a complaint or concern that goes unnoticed, but rather be a part of a solution to the problem in order to make working for the city much better for future generations of leaders and employees.

234. Our department often feels forgotten by The City since we are open to the public, while most departments are not. More consideration for the hazards of our job, and the general public's safety concerns with our space would also help with moral. The city doesn't consider departments that are outside of the 8-5 Monday through Friday schedule in many of its policies and actions. We are expected to work multiple evenings and weekends a month with no overtime pay. When other departments can work from home during hazardous weather we're expected to report to work.

235. Stop the micromanaging and if you are going to micromanage you better do it for everybody and not a specific team or individuals

236. More pay would be nice.

237. I love working here and feel like I am treated well by my supervisors. The leadership at the city and the commission makes me want to leave the city as soon as possible. HR and admin, in particular, have lost my trust and respect.

238. Let the supervisors do their jobs!!! The Manger does nothing but micromanage and undermine the decisions of the supervisors! It's wrong in so many levels!

239. City leaders seem focused on spending money on big, flashy projects vs focusing on essential services and taking care of the employees. There also seems to be a large amount of money spent on consultants and studies.

240. Better pay and benefits

241. MORE PRAISE FOR THE WORK WE DO RATHER THEN ALWAYS FOCUSING ON THE NEGATIVE ASPECTS OF OUR JOBS.

242. Improve the pay for employees. With the changes to retirement plans and no longer offering a "pension", I feel that the city needs to look at increasing its pay to better compete with other municipal gov's that do offer a Pension still.

243. One of the challenges I see is with how the city conducts pay studies. Currently, the city looks primarily at base pay from other departments, but many of those departments have contracts that include additional pay items that we do not receive. This means the comparisons do not reflect the full picture. For years, employees have asked for this broader perspective to be considered, yet each time it feels like we end up back in the same place. It is frustrating to know the outcome will likely feel incomplete before the study even begins. A more permanent solution would be to build in collaboration with union representatives early in the process, alongside HR and city leadership, to help shape the expectations and scope of the survey. This would not create bias but would bring in practical perspective from the people directly impacted and ultimately lead to a more accurate and credible outcome. It would also help employees feel heard and validated, while also helping HR not feel like they are being attacked by fire employees since the approach would be cooperative from the start. In addition, there is no need for multiple surveys to be conducted by different groups each coming to their own conclusion when a cooperative approach early on with a department of nearly 150 employees seems both reasonable and beneficial.

244. I would revise the annual and sick leave policies because many employees abuse sick leave as PTO and I would also implement or establish a remote working policy to provide increased flexibility.

245. Address issues when they arise and hold employees at all levels of the organization accountable.

246. The commission and the mayor need to get their act together. The political games need to stop.

247. Give us the resources we need - more staff, more money for our materials, more continuing education money. If we can't use property taxes, than have the confidence to raise sales tax or something else. Balanced budgets are great, but so are the resources that our city has come to expect.

248. Better Communication, from small things like storm closures to major city objectives and initiatives

249. Increased wages.

250. I have an issue with the politics. I understand it comes with running a large organization such as a police department. I commend Commissioner [redacted] for [redacted] involvement with the Fargo PD. [redacted] has done multiple ride alongs in an effort to better understand the department. [redacted] gets to say whatever [redacted] wants about the PD, good or bad. I encourage others, who like to comment on the PD to actually come and see what we do. Instead of texting or emailing officers on the side to ask questions, come do a ride along. Personally, I will tell them whatever they want to know but come sit with me so I can feel if you genuinely care about what we do. Hearing a commissioner behind a podium does nothing for me. It's also very distracting and harmful to criminal investigations when there is political pressure to release information. This again goes with the lack of how law enforcement operates. Why doesn't the BCI, BCA, federal agencies, or other agencies release information whenever the media or someone wants it? I think we release too much information. The political pressure is ONLY hurting the victims. You are putting pressure on detectives and potentially rushing the investigation. Again, come see what we do on a daily basis and ask all the questions you want. If you just ask/question things without facts, you give misinformation to the public.

251. I don't feel comfortable answering this, as I don't feel this is fully confidential.

252. A City pension plan for the new employees. Also someone from above, (commissioners, head of the City) needs to keep in touch with the department heads and employees.

253. prefer not to say

254. City employees should be treated with respect by City Commissioners. When that does not happen, City Administration should speak up.

255. Get rid of [redacted] and [redacted] from the city commission. They only bring negative energy with no solutions and are lowering morale. I'm embarrassed to disclose to people where I work because I don't want to be associated with them.

256. Commissioners need to understand our jobs in the community. We are working with the community every day to support their needs and provide the best customer service for them. The Commissioners need to understand that when they degrade employees and the jobs we are doing, it reflects poorly on everyone involved and has a negative impact on the community as a

whole. We are face to face with the community and are questioned on these actions. There is no way to respond, and no way to defend these actions. It is difficult to maintain the respect for the city when you and the job you do are not being respected by the commission.

257. Allow more cultures, sexes and different backgrounds to have the ability to work within the city.

258. To leave politics out of the work place

259. Paid maternity leave would be great for all women working for the city.

260. fewer commissioners who create so much unnecessary drama

261. Better city leadership. I've been working within a highly scrutinized department of the city for about [redacted] years now, and I've never felt as under-supported, under-appreciated, and under-respected as I have now working "for" the city commissioners. It truly feels like they hold personal bias's, and are almost 'hateful' at times, leading to un-informed decision making.

262. Increased pay for all high-skilled positions. Pay is generally competitive but there is a high potential for leaving for private industry in my field that would be eliminated with higher pay.

263. At the city level, it sometimes feels like different departments aren't valued equally, which becomes especially apparent during times of budget challenges. Strengthening communication and collaboration across departments could help reduce that sense of imbalance and make us feel like we're working toward the same goals as one team.

264. I think if the City Commissioners would actually show they care about the city and city employees, I think that would help. Instead, we get City Commissioners who express their personal feelings on matters, make off putting comments towards each other and employees to this city, or that think their political position is some sort of means of doing what they want or get what they want. It all comes across as unprofessional and patronizing.

265. Shift differentials, more competitive salary/longevity pay. Once employees are "Maxed" out, unless they promote, there is no incentive to be employed here.

266. City leaders who can be civil and not hostile toward the city staff. It decreases moral, increases turnover, decreases trust in leadership and public confidence in the city and the departments they choose to target. To be clear, by city leaders, I am referencing the elected leaders of our city.

267. Get rid of [redacted] and [redacted]. They are toxic and unprofessional. They have their political agenda to promote for mayor. They do not care about the public or the welfare of line officers at the police department.

268. Better pay, more employees that work, less upper management doing nothing but walk around.

269. Make the benefits and retirement packages more competitive

270. See above

271. Better pay.

272. City leadership has directly insulted [redacted] and coworkers in the past as a whole of the organization. I feel as though some city leadership is not transparent with the department and the city as a whole and often focuses on unnecessary "needs" of the city rather than addressing the best way to improve from the basest levels.

273. I think my department I work in is great--I feel supported by my department's admin and my managers. The only thing that would make my department a better place to work is more support from city admin and commissioners... at least acknowledgement from them that the work we do is valued and that all of the incidents we have with the public aren't falling on deaf ears.

274. Cheaper health insurance.

275. Better COLA's. They are always less than WF, Moorhead and Fargo Park District.

276. Stop running a bare bones operation. No employee has the time to do their job correctly. It is largely due to a smooth-talking but incompetent city manager and a couple of loud-mouthed, lie-spewing city commissioners. The only reason the city continues to function is that you are lucky enough to have dedicated employees left.

277. ADD MORE STEPS IN PAY

278. Try to find staffing levels where we are not constantly in a state of putting out fires and can actually have time to be forward thinking and complete some higher level planning and guidance so all employees can be more prepared.

279. I feel that being transparent is important and necessary.

280. Do something for those of us who have been topped out for years. Everything has been going up except my salary.

281. Figure out what is okay and not okay when it comes to messaging from commissioners. A code of conduct would be good. More active (not passive) supervision of the chief of police

282. Listen- Try to get along better.

283. Please ensure all positions have wages that are competitive with national standards.

284. Developing a mission, vision and values as well as a strategic plan to ensure we are all working in the same direction.

285. I have no recommendations for improvement at this time.

286. Better benefit package...people work for the government for benefits, and our benefits our sub-par.

287. Same as the above

288. Allow workers to work from home. There are so many companies and offices that allow at least a partial work-from-home schedule but it doesn't seem like the City of Fargo allows it. If we could just get once a week or a small amount, it could make a big difference. Some people are even more productive at home than they are at work. It would be so great if the City of Fargo could at least explore the potential of allowing at least one day a week as a work-from-home day.

289. To make the City of Fargo a better place to work—particularly for library staff—several key improvements are needed. First, the city must demonstrate greater care for staff well-being and recognize the essential role library employees play in our community. Right now, our library and its staff are often undervalued and overlooked. Chronic understaffing, despite documented needs, impairs the library's ability to provide adequate public service. We can't best serve our community when we don't even have enough staff to cover the public service desks. Some examples of communication gaps where the library has not been thoughtfully considered: - Events like marathons and other downtown closures or activities in the Sodbuster area can often make the Main Library (and/or parking lot) inaccessible to patrons, including tax-paying disabled individuals and families, along with library staff members who are required to be there for work. - Lack of direct communication or emails to Library staff (even Main Library staff) when SWAT training is going on near the library that may create questions or concerns from staff and patrons who see uniformed officers running around with weapons and don't know what is going on. - Persistent website limitations which lack the flexibility to meet department needs. Structures such as the current web calendar and lack of searchability hinders patrons and staff from being able to locate desired information with ease. Additionally, the City's weather-related policies pertaining to closures also disproportionately negatively affect library staff, who are required to report to work even in hazardous conditions, without the option to work remotely or guaranteed pay for non-salaried employees during closures—creating safety risks and financial strain, especially for our large number of part-time employees who are usually required to make up that time or use the little vacation time they have for something they couldn't control. Finally, the defunding of and antagonism toward the Downtown Engagement Center has rippling effects and leaves library staff to manage complex social issues, including behavior and substance abuse challenges, without proper training or staffing to support these challenges. We are not social workers and we do not have the skills or the manpower to manage these situations in addition to our actual duties of meeting the informational needs of the community. Addressing these issues and demonstrating an appreciation and valuing of the library and its employees would foster a safer, more respectful, and more functional workplace for all.

290. Employees should have more ability to criticize supervisors .

291. Have City Commissioners that stand for the city workers. When you have certain Commissioners call out workers and departments for being selfish when working to get another revenue stream for the city is a real morale killer.

292. Make pay comparable to others in this field.

293. raise pay.

294. Improved communication and transparency in all departments. This may have identified our financial shortcomings sooner allowing for better solutions for the budget.

295. Better Retirement

296. Diverse leader

297. Focus on our lives and how the economy is effected all of us as individuals and with families and how to make things right for us

298. Transparency. I see changes among our city leadership that make employees question their value. Example is simply removal of services that make the community feel clean and safe. After seeing some of our services removed from our budget to "save money" I feel that this will only lead to extra work and extra money spent just to fix the issue that our city leadership thought was no longer valid.

299. standards between departments

300. Be honest. Follow policy. Not have the [redacted] asking [redacted] candidates "how they are going to keep the union in line" off the record when walking candidates out of the interview room. Not letting HR lie to say they can't pay inspectors due wages "because the system can't" when it was proven it could. Also, not having HR lie and then be found lying when an open records request was completed on them. Not do a pay study (twice) with limiting parameters that doesn't look at total compensation. Even after pointing that out to them before the first one was done. Then 2nd one was done the same way and didn't ask commissioners for input on how to facilitate it, but instead still didn't compare apples to apples. Only to then come to the commissioners with an already made plan and say there isn't time to factor those in. Not allow HR, Finance and City Administrator to completely run the city, make the unilateral decisions and handcuff the commissioners and dept heads. These 3 are so tight knit that there is no real accountability on them and their actions.

301. Manage the city and budgets better

302. The commission members being held to the same standards of not being able to bash city employees and departments on social media and through the commission meeting.

303. For the commissioners to trust and support the expertise of City staff.

304. get rid of the mgment teams

305. Our full-time security personnel should be authorized to carry firearms on city grounds.

306. Cost of living to current rates to stay competitive with neighboring cities and state

307. I rely on PD support for my position. I think we need more officers in general, without sacrificing positions in other departments to fund the additional PD positions. Some employees in dispatch for PD need to have better training in taking calls. I don't contact PD unless an officer is truly

NEEDED. Sometimes dispatch acts like I am bothering them with nuisance calls. At times dispatchers are curt and a bit dense. I can't always describe the full situation because the person in question is right in front of me. Wait times for officer support can be lengthy.

308. Increase in pay, and if that's not possible, increase in vacation time.

309. City leaders say that the most important thing the city has is employees, but don't really show that when it comes to compensation. Commissioners and the Mayer don't even know the facts about are job, retirement, or pay when they go on talk shows. During pay studies they never want to look at the whole package just pay! When the public safety sales tax came about the city leaders immediately wanted to shell game the money for other debts.

310. Re-evaluate whether a couple of the commissioners are fit to do their job. Re: [redacted] and [redacted].

311. I understand that running a City involves politics. However, as am employee it is demoralizing to watch our elected leaders attack a department head for what appears to be selfish political motivations. It was very difficult to watch the police department's resignation data being skewed to support a political narrative. People who have left to pursue a new career but had not yet reached 49 1/2 were considered voluntary resignations which were given a negative context in the media, even though that was not the case in multiple cases. These circumstances are much closer to a retirement, and in the cases whom I spoke with, they considered themselves retirees. One had even listed himself as retiring, and was told it had to be changed because he had not reached 49 1/2 when he could draw his pension. Let's focus on real issues and how to make our city better.

312. Unity - The employees, as well as myself, feel like it's "us" against "them" when it comes to City Leadership as well as the Commision.

313. better pay and benefits

314. increasing/adding vacation time for those employees with longevity. pay increase steps end, so there should continue to be some benefits for those long term employees. I believe a lot of long term employees would really appreciate increased vacation/time off.

315. More opportunities to team build with other departments.

316. Fair pay

317. Less part time staff. I have worked in 4 different city governments, none of them have utilized adult (non-students, >25 y/o) pt staff as much as Fargo does.

318. My position had paperwork for a re-class that was submitted through the library to HR. After the library case was submitted, the actual re-class forms were removed from the employee site. There has been little to no feedback regarding the case that the library submitted. Transparency and integrity in HR is utterly essential for a healthy work environment.

319. The pay is good but could be better to match similar positions in other places, that would help workers to stay.

320. Consider a change in commission structure. Current voting system does not accurately represent all neighborhoods. Current Commissioners do not appear to be able to be able to get past themselves to critically consider city issues for the betterment of everyone.

321. Better pay and benefits to match similar departments in the surrounding area that are compensated better, while having smaller workloads. Also, increase the number of officers working on the street for better officer safety and a reduction in workload.

322. I am tired of seeing the city commissioners be so political. Over the past two months I have lost almost every shred of respect I had for them as they have publicly chewed on the [redacted] over small things that should not be issues. Our [redacted] is not perfect and neither are they...no one is. I am tired of the grandstanding and them putting their personal political careers ahead of their employees in this city.

323. Hire better leadership.

324. Trainings, seminars, conferences, learning experiences, etc. More communication. More follow through. Less closed door conversations and more openness.

325. Have the City Commission actually visit the departments and speak with employees and see how the job is done.

326. Make safety Number 1. Starting with the police department and then fire. Support them as much as possible. We are having a hard time finding good employees.

327. The City doesn't seem to be very present in each department. Especially with current economical struggles, I don't feel like the City is doing enough to ensure the employees are being compensated for the amount of work they do and enough to make a decent living. Working for the City shouldn't mean needing multiple jobs or needing to seek extra support from outside sources.

328. Better management from the top

329. The Human Resources Department is terrible. The pay raise was a joke, even after we found money to assist the raise. The finance department wanted to steal money from our tax measure to use in other areas. All in all the City of Fargo is one of the most poorly run and worst government employers to work for in the tri-state area.

330. Better employee appreciation. Learn how to understand the value of your employees. Many are here because they love the work we do and the population we serve, certainly not the pay and work environment.

331. Better pay

332. Less mircromanagment of workers by Department leaders

333. Better Benefits/health care coverage. Seems that things keep on going up and overall coverage seems to stay the same, but amount paid out of pocket appears to be more year after year.

334. Our leaders need to be more in tune with what is going on in all aspects of our work and not just the charting that is turned in to see how the department can be paid.

335. More appreciation from upper managment.

336. A unified team - better management

337. For certain city commissioners to do their homework and bring actual ideas to the table rather than just spouting off about things they don't like. If a certain city commissioner were to run for/get elected Mayor in 2026 it will seriously make me question my long-term employment with the city. It would be nice if upper city administrators would recognize/deal with department heads that have created toxic work environments in the department they are supposed to lead (not the department I work in).

338. Sick leave policy-dedicated employees who choose not to abuse sick leave get hosed in the end.

339. protect the cities workers. respect, salaries, benefits, working conditions, safety, they are the life blood of the proper function of the city.

340. HR staff only works for the department heads and management. I no longer have trust or confidence in the HR department.

341. Better starting pay to align with private sector and cheaper benefits with close to same coverage as present

342. Better pay

343. Better management!!!!

344. Better communication

345. Every employee should make their own difference and not be concerned about what others do because that is out of their control. Just put his or her best foot forward daily.

346. shift differential. position/training differential. money is basically the only thing keeping me here at this point.

347. to have the city listen to the homeless comity

348. Our city leaders and commissioners allow the residents of Fargo to fully dictate how we operate. Department heads should be allowed to make changes to policies and regulations as they see fit without worrying about repercussions if said decisions are unpopular with the public. Efficiency is a group effort. If we want to save time and money, things need to change at some point.

349. Response of administration to other departments comments/issues has been too slow from my observations.

350. I want to start by saying that I love working for this organization and believe the work being done at the library is incredibly beneficial to the city as a whole. I can see myself happily spending my entire career at this organization. I do feel that working for the city would be more rewarding if I felt my employment was seen as essential for the continued success of the city. The 2026 budget process especially made me worry about the stability of overall city operations and decision making at city leadership level. It was incredibly disheartening to see that the Northport library branch was a considered cut in the 2026 budget. That preliminary proposed cut included layoffs for 5 employees (3.5 FTE) and would have had major impacts on Fargo residents, especially on the north side. I am relieved that the Northport Library was ultimately not closed and staffing was unaffected this year, but I am concerned about the stability of the city budget long term. As an already understaffed city department, it was devastating to see this preliminary budget proposal being considered, and I worry that layoffs and other major, unexpected changes may come at any time moving forward.

351. That the City refocus its resources on the departments that actually matter. Stop with pointless positions to make fluff videos, ridiculous banners and things that employees/taxpayers care nothing about.

352. Some of the behavior exhibited by our City Commissioners is absolutely disgraceful and demoralizing. For them to openly bash the work done by our Police Officers and penalize an entire Department because they have an issue with the [redacted] is embarrassing. We have some of the best Officers in the region who work tirelessly to keep out City safe. Also, for our [redacted] to make the comments [redacted] did about the [redacted] without talking with [redacted] first compromises our whole Department. Our [redacted] is in my opinion, generally well liked within our Department. I think its disgraceful, demeaning, and inappropriate for some of our Commissioners to openly bash, interfere with investigations, and simply vote no on issues pertaining to our department because they don't like our [redacted].

353. Stop bending over backwards for organizations or groups that try to pressure you. Remain unbiased and stick to matters that concern the city.

354. City Leaders- I want to remind them that their words, actions and writings (on social media) matter and they are being seen by staff. They are not always very supportive of the work city employees are doing. The message can be expressed that can lift up departments while addressing the challenges the City is facing and possible changes. Change can be good, but value the people who are doing the everyday work. Take a leadership course/class. Let us all continue to work towards being good leaders. It is a challenging role but can very rewarding.

355. Keep up with inflation

356. Add more cameras around the city.

357. City Administration holding Human Resources and Finance accountable for being support departments to the departments that directly serve the citizens, rather than allowing Human

Resources and Finance to continue to dictate policy, processes and tools to the other departments. The control that the FAHR committee has seized from departmental heads has caused nothing but inefficient processes, policies clearly created without understanding how the individual departments must work to provide the best service to the citizens of Fargo while continuing to add numerous steps and roadblocks to us getting our work done. In addition, HR continues to dictate policy changes without input from our leadership that have a negative impact on the culture of our department. I remember a time when Human Resources was a department that provided resources and support to employees. Now they seem to believe they are the leaders of the city who other departments must answer to. The same can be said about Finance. Change is important, but only if it improves the lives of our employees and citizens. Finance intends to make radical changes to departmental processes over the next year that only add to the work burden of the other departments. The Finance Department has grown in staff over the past years, our department has not, yet they continue to make our jobs more burdensome and step-heavy. I think the issue with HR and Finance should be reviewed by our Commission and Administration. However, I have not seen any evidence that our current administration has any control over HR and Finance. In many meetings, it appears our Administrator and Assistant Administrator answer to HR and Finance, rather than the other way around. I believe if the City Commission truly understood how much of Administration's power has been ceded to HR and Finance they would be appalled.

358. Shorter work week, implement a 35 hour work week to attract new employees and show we are a progressive employer. If you can not raise wages for departments, cut hours instead. Or at least 1 remote work day/week for staff how work in an office setting.

359. pay gap is huge between management and employees

360. Stick up for City employees.

361. Adjustment of COLA for salaried staff vs. hourly staff.

362. Don't openly shame employees who stand up for themselves.

363. If the Commissioners would at least pretend to care about the employees

364. Stop being so budget driven, stop supporting homelessness

365. I would recommend that the elected leaders not create a narrative that doesn't exist about our department based on information from past employees that quit and were probably part of the problem. The toxic environment comes from those leaders, and their approach to leadership is, apparently, finger pointing and unintelligent ramblings to get attention. That is not conducive to keeping or hiring quality employees.

366. Pay raises to everyone

367. Make employees feel valued, working for the city seems like you are a number.

368. Listen to the lowest-level staff, hear them before the people running departments. The higher positions wouldn't be here without the entry-level staff. You would not have departments in general if it weren't for the employees.

369. The city needs to be competitive with salaries in order to attract and retain skilled employees. We have lost very good people in our department to positions that pay much better elsewhere. We have also hired people into positions that were not the best candidates due to limited number of people applying.

370. Some City Commissioners need to provide more support and appreciation of staff (especially while sitting at the dias in public meetings).

371. Increase pay and sick time accrual. Vacation is adequate.

372. no more budget cuts

373. More interdepartmental work for services with similar goals to build perspective and cross-training where it may be beneficial.

374. We receive significantly less pay than someone in the same position makes in another similar county in our state. I would like to see pay scales become more on par with them.

375. Better communication. That seems to be the only thing lacking.

376. Ensure appropriate wages/benefits based on peer city comparisons and being a regional leader.

377. To improve morale, I'd recommend that elected officials focus on their core role of serving the citizens, rather than pushing personal agendas. By staying in their lane and better engaging with staff, they can create a more supportive and productive environment for everyone.

378. More competitive health insurance, HSA choices

379. Pay is always a top consideration compared to private companies, although the health insurance is quite good it doesn't put bread on the table. COLA should not be skipped or minimized.

380. Better pay

381. Pay and benefits is one reason everyone used to want to work here. Private sector has caught up and surpassed us long ago.

382. Market pay

383. Need more training

384. More competitive compensation, the private sector has jobs that pay significantly more than my current position. I Understand there is more headaches in those roles, also more areas to advance.

385. Bonuses.

386. The pay has to be comensurate with forcing someone to work in Fargo if you want to attract quality employees who are from other parts of the country.

387. Better coalescence between city commissioners and less political controversies with more goal alignment so they can hear each other better.

388. more pay for nights

389. City leaders actually know what we do on a day to day basis inside of saying what they think they know.

390. I don't worry but other stress about the workload being too big

391. Provide PPE

392. More communication from our leaders

393. open mindedness

394. Options for hybrid work (Work from home and in the office) across ALL depts. not just some of them. Encourage more depts. to work together in terms of community engagement activities and communications.

395. More opportunities

396. Treat everyone the same good or bad

397. communication. stronger leadership team that works better together. When they don't respect each other it makes it a negative/difficult culture to be in. value their employees and make it feel like if you have a concern you can bring it up and it will be addressed. collaboration.

398. Management being graded by their subordinates

399. Place their focus on retention of employees through above market pay and benefits packages. The City does an absolutely terrible job of listening to department heads, and the FAHR Committee has far too much power to dictate budgets, FTE requests, capital requests, and supply requests annually. This has been evident with two straight years of multi-million dollar transit shortfalls that strip millions of dollars from the General Fund and subsequently from General Fund departments.

400. Voting different leaders into office; specifically the city commissioners.

401. Require an annual performance review and/or check in with each employee from their supervisor.

402. higher salary

403. Communication

404. communicate

405. Listening to employees and not only supervisors, managers, team leads. Employees reach more people.

406. More over time

407. Cost of living raises actually match cost of living

408. Better pay. Other than that I see this as a job. There is nothing that the City Of Fargo does to show they appreciate their employees in any way. If they would pay us better it would at least give somewhat of the appearance that they would like to recruit and retain quality employees.

409. Cost of living pay raise

410. Clean house in management and hire people that know how to manage people.

411. There should be check ins with each department at least every 5 years to see if there's leadership issues and look for ways to address any issues.

412. I would really like it if some of what I consider frivolous spending was reigned in. Examples would be how much was spent at the media rooms at PD HQ or replacing all the display TVs in the foyer at city hall. I do not think anything was wrong with them.

413. There are at least 2 commissioners who I feel safe to say actively resent most employees. The remainder pay lip service to us, but we almost always get COLAs that don't keep up with inflation or are completely offset by rising costs in benefits.

414. I believe better budgetary management would be appropriate. Though, due to recent events, I hope that may improve. But I often see money wasted in places that it does not need to be and lately has produced flak from the general public which sometimes affects me as a City employee. Even though, I do not work in a position that has any input on these types of decisions, it can often feel embarrassing sometimes to mention you work for the City when these situations arise. Sort of like when you work in a department store as a cashier and a customer is mad at you about store policy, even though, as a cashier those kinds of decisions are above you and are just an employee doing your job. Sometimes, it feels like we are more of a business then a municipality. It seemed like for a while; a lot of money was being spent on marketing and aesthetics which isn't that necessary for a municipality. Though, I understand we want to build Fargo up as a great place to live so we can grow, I think budget should be more focused on public services and departmental growth and advancement. As well as for its employees. Those are the kinds of things that attract citizens and employees. Reliable services and reliable jobs. Not colorful logos and number of views.

415. not welcome a hostile work environment with continued leadership

416. Competitive pay with private sector.

417. Increase the salary to meet the inflation rates. Compensate for wear and tear on our cars, combine vacation and sick to PTO.

418. Like I mentioned before, better pay. Better pay would make everything we have to do everyday feel more worth it.

419. Better pay Turn our sick pay and vacation day PTO. I always hav way too much sick time and not enough vacation time. I feel employees would not call in "sick" as often when they're not actual sick and just need time off. They would want to save it for vacation so they wouldn't call in sick when they are not actually sick.

420. More incentives for long-term employees. Longevity pay is ok, but I don't feel like it's enough to encourage employees to stay around long enough to receive it. I also would do away with the milestone gifts and put the money spent towards something better. I feel the majority of the items to choose from are junk. I would find more use in receiving a cash bonus or gift card to a store/restaurant.

421. Clearer and more transparent actions from City Administration and Commission.

422. Higher salary

423. Better benefits for employees I wish you wouldn't have to use up all of your sick/personal leave for FMLA and were able to save it for when you get back to work

424. Stop posting crime on social media. Stop "humanizing" police officers with TikTok trends that look embarrassing for the city of fargo

425. More involvement and assistance from HR.

426. More transparency and communication in decision making. Very rarely does the city explain why they make (or don't make) decisions.

427. I have no complaints for the City as whole entity.

428. I would hire new employees to head up the positions of city manager, Human Resources, and the finance department, current leaders are either incompetent or arrogant and don't reflect to ideals of the public or the city employees.

429. A little overtime during the summer

430. The [redacted] says the employees are the backbone, but often does nothing other than give them lip service. Commissioners should be held to the same bullying/harassment/job policies as everyone else (I admit I am not sure if that is even legal). If [redacted] worked in my department, [redacted] would be on a performance improvement plan that would attempt to correct [redacted] attitude. Different opinions and ideas are great, but being an [redacted] to others should have consequences.

431. Flexible scheduling for part-time benefited employees.

432. I have been told by many people that they avoid downtown due to the unhoused/homeless/transient people who are there at all hours. Some of those people have pointed out that it is obvious the City is trying to promote that downtown is safe, while not

actually having fixed the issues of public intoxication or urination, panhandling, or verbal harassment by people loitering in the area. Is there any effort being made to discourage loitering, similar to the old "Cruising Broadway" policies on the books?

433. even ISO 3 city fire departments spend 50 percent or more of their budget on emergency services. Fargo needs to make public safety a priority in the budget, not just words